

## 3.2 Program Management (L.30.2.3.2, M.2.2.2)

Within this section, Level 3 details our methods and implementation plans for our planned approach to managing the services delivered under the WITS 3 contract. Our approach is built on the fundamental project planning and project management concepts that comply with those established by the Project Management Institute (PMI) and the General Services Administration (GSA). These are formally codified in corporate policies and procedures and represent industry best practices. As required within Section L.30.2.3.2, this section addresses Level 3's Team, Key Personnel, Approach to Business Development, Marketing Plan, and Program Management Organization.

### 3.2.1 Level 3's WITS 3 Team (L.30.2.3.2.1.a) & b), M.2.2.2.a)

Within this section we discuss the make-up of Level 3's Team, as well as the roles, responsibilities, and capabilities within team.

#### 3.2.1.1 Team Organization (L.30.2.3.2.1.a) & b), C.7.1)

Level 3 has developed a Team, shown in **Figure 3.2-1**, which includes two subcontractors, [REDACTED], who will provide equipment and specialized services, as well as strategically selected small businesses to perform specialized technical services and provide support in delivering the full suite of WITS 3 requirements. Officially and contractually, Level 3 is the prime contractor to GSA and the Government. Roles and responsibilities within the Level 3 team are discussed in detail in Section 3.2.1.2 below.

[REDACTED]

### 3.2.1.2 Team Member Organizations and Areas of Responsibility (L.30.2.3.1.a)

As the prime contractor of services for WITS 3, Level 3 has the expertise and capability to provide all WITS 3 mandatory services.

Level 3 initiated its Level 3 Government Markets Organization in 2002. Since the acquisition of Genuity in 2003, Level 3 has administered [REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED] These acquisitions enable us to provide the full range of local voice services in addition to the traditional IP and data services offered by Level 3. These acquisitions, combined with Level 3, establish Level 3 as a significant competitor and presence within Government markets, both through competitive procurements and acquisition of contracts.

Our Level 3 Government Markets Organization is led by senior executives who have extensive experience in GSA contracts. **Figure 3.2-2** illustrates Level 3's corporate organization and how Government Markets and the WITS 3 PMO reports into the organization.

[Redacted]

Level 3 Government Markets is [Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]



[REDACTED]

[REDACTED] will lead the Level 3 WITS 3 Program as Program Manager.

Ms. Wendell has more than [REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

Level 3's corporate organization is matrixed to deliver increased customer support and satisfaction. The WITS 3 PMO will be supported by Key Personnel/ Functional Managers from within the corporation who are matrixed to the WITS 3 PMO to ensure that all corporate resources are available to the program to enable success.

**Level 3 Subcontractor Roles, Responsibilities, and Capabilities**

To enhance our capabilities, and as part of our commitment to meeting small business goals, we have added specialty subcontractors and a cadre of pre-selected small businesses. **Table 3.2-1** provides a description of the Level 3 Team members, their roles and responsibilities within the Team, and a brief description of their capabilities.



Table 3.2-1. Level 3 Subcontractor Roles, Responsibilities, and Capabilities

**3.2.1.3 Flow of Authority to Team Members (L.30.2.3.1.a), Req\_ID 401)**

A key functional responsibility of the PMO is to identify, manage, and monitor the performance of the subcontractors and vendors that make up the Level 3 Team. As requirements arise that require subcontractor or vendor participation, the Program Manager works directly with the Subcontracts Manager to identify the appropriate subcontractor within the team to perform the work. As the primary point of contact for subcontractors, the Subcontracts Manager issues a Task Order to the subcontractor. Once a Task Order is issued, the subcontractor or vendor will report directly to the Project Manager assigned to the task by the Program Manager.

Level 3 uses numerous equipment vendors and network access providers to deliver services. Unlike many other carriers, we also use an Operations Science - based Vendor Performance Management (VPM) program to track vendor and subcontractor performance.

We routinely collect data on the operational performance of every vendor and use the results to influence our everyday purchasing decisions. By doing so, we establish a mutually beneficial partnership with our preferred vendors, encourage them to be more aggressive in setting their own performance standards, and clearly communicate to vendors what it takes to win our business and compete successfully against other partners and preferred vendors of Level 3.

**3.2.2 Key Personnel (L.30.2.3.2, C.7.1, H.10, M.2.2.2.b), Req\_ID 385-, 407, 436, 437, 507, 509, 510)**

**Table 3.2-3** identifies the key positions and personnel within the Level 3 organization for WITS 3 and provides the information as required by Section H.10.1 of the RFP. The key personnel identified in Table 3.2-2 were selected in accordance with RFP Section H.10 will be updated periodically in accordance with those requirements. To complement Level 3 capabilities, our team will draw on other members of the extended team of partners and subcontractors to support various tasks during the life cycle of the contract.

Position/ Name	Voice #	Cell #	Page #/ PIN	Fax #	Email	Admin Asst.
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]

Position/ Name	Voice #	Cell #	Page #/ PIN	Fax #	Email	Admin Asst.
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]

Table 3.2-2. Level 3's WITS 3 Key Personnel Team

Resumes for key personnel are provided in Appendix J to the Management Volume. Key personnel resumes provide a detailed job description and qualifications, which demonstrate their ability to ensure success of the WITS 3 program.

### 3.2.3 Approach to Business Development (L.30.2.3.3 , M.2.2.2.c))

This section addresses the Level 3 approach to managing the business relationship between Level 3 and the GSA. We understand that Level 3 and the GSA share the common business goal of disseminating WITS 3 contract information throughout the Government. We will leverage our existing Federal account management organization, processes, and tools to meet this requirement and augment our capability as necessary.

Level 3 Government Markets has the organizational experience, tools, and processes necessary to support GSA and their agency customers fully in marketing this contract vehicle. We are [REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]



**Contract Sales and Marketing:** Level 3 will market the WITS 3 contract primarily through our Account Management organization. The sales effort will be supported by expanding our current GSA schedule marketing program to include the following elements:

- Preparing formal presentations to prospective customers as requested by the Government
- Providing marketing materials to enhance program and service visibility. These materials may include brochures, pamphlets, visual aids, and other literature at the discretion of Level 3
- Supporting at least two trade shows or other exhibition events
- Developing, operating, and maintaining a contract public web site for dissemination of Level 3 contract information

The Level 3 Government Markets organization will use a “feet on the street” sales method as the primary means to market our services. This group will use

[REDACTED]

[REDACTED] The Account Team will be responsible for the development and ongoing management of account relationships both within the agencies and with our GSA sales counterparts. In addition, our A Ds will be a point of contact for customer care and post sale management.

The Level 3 Sales Account Management organization has experience selling GSA FTS services and understands the common sales goals shared with GSA account representatives. To maintain a strong teaming relationship, Level 3 will take the following steps:



- Conduct regularly scheduled meetings between the Level 3 Federal Sales organization and our GSA peers
- Share our sales forecast “funnels” with GSA sales management
- Seek out and encourage GSA joint participation in agency department meetings.

Level 3 plans to expand our Federal Sales organization with additional AEs and SEs in anticipation of a contract award to accelerate the dissemination of contract information, assist agencies in the selection of new services, and facilitate transition planning.

**Selection of Optimal WITS 3 Services.** Agencies using WITS 3 for network services will be presented with a number of complex services that have available options aimed at facilitating the deployment of converged voice and data [REDACTED]

[REDACTED]

**Account Management and Opportunity Identification .** Level 3 uses a

[REDACTED]

**Opportunity Management/Targeted Account Selling .** Level 3 implements

[REDACTED]



[REDACTED]

[REDACTED]

[REDACTED]

The flow diagram [REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

**Products and Services (Req\_ID 190, 192).** The WITS 3 portal will contain a Client's Guide as outlined in G.2.2.13, and provided in Appendix B of this proposal, that includes the technical details of WITS 3 products and services available from Level 3 in its WITS 3 contract. [REDACTED]

[REDACTED]

[REDACTED]

Level 3 will maintain the content of this information to ensure that agency customers and GSA have the most accurate available information on products and services.

### **3.2.4 Marketing Plan (L.30.2.3.4, G.2.1.11, Req\_ID 179, 180, 184)**

In Appendix E, Marketing Plan, Level 3 outlines how we will assist GSA to meet the primary WITS 3 objectives outlined in C.3.1 of the RFP as well as report semi-annually on progress in meeting these objectives. The semi-annual updates of the Marketing Plan will include the following information:

- Customer Satisfaction
- Results Achieved
  - Revenue Growth
  - Customer Growth
  - Data Services Growth
- 12 month forecast of revenue by bureau
- New Services and Technology available within the serving area and recommendations for incorporation within the contract

### **3.2.5 Program Management Organization (L.30.2.3.5, M.2.2.2.d)**

GSA needs an experienced contractor to work jointly with the GSA Program Office to ensure effective delivery and management of WITS 3 services to its agency customers. Level 3 understands that providing excellent customer service to subscribing agencies brings both shared responsibility and mutual benefit. In response to this crucial need, Level 3 has assembled a program management team with the knowledge, dedication, and experience needed to support GSA and subscribing agencies in overall control, program-level planning, and quality management for all our service offerings.

**Table 3.2-3** presents the significant features and benefits of our approach to

[REDACTED]

[REDACTED]	
[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]

[REDACTED]

**3.2.5.1 PMO Structure (Req\_ID 404, 405, 406, 434, 435)**

Level 3's PMO for WITS 3 is comprised of senior management staff with more than 100 years of combined Federal and GSA experience on projects of similar complexity. We will facilitate senior level communications with the GSA Program

Office and key agency contacts by establishing our PMO within the Level 3 Government Markets Organization, headquartered in Herndon, Virginia.

Level 3's PMO, shown in **Figure 3.2-5**, draws upon the best functional resources available in Level 3 Global Operations, Sales and Marketing, and other key organizations to ensure timely completion and implementation of WITS 3 services, accurate billing, and effective management that exceeds the GSA requirements for the WITS 3 program.



The Level 3 proposed PMO structure, displayed in Figure 3.2-5, has been designed to meet key objectives for supporting the GSA WITS 3 PMO for the duration of the WITS 3 contract:

- Placement of key personnel (with extensive experience in Federal contracting) in leadership positions
- Focus facilitating GSA and agency communications by the assignment of a Deputy Program Manager (DPM) for Customer Service Operations
- Alignment of the organization to support program management requirements of the RFP
- PMO structure that combines direct and matrix management of resources providing GSA and agency subscribers with a single point of accountability for the proactive and responsive management of the WITS 3 contract

Level's 3's program management process is a proven organizational construct called Role, Authority, and Accountability (RAA). This process has been used successfully to deliver large projects for Government and commercial clients.

[REDACTED]

**Program Management**

The PMO will be directed by [REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]



In addition to providing leadership to the Level 3 WITS 3 Team, [REDACTED]

[REDACTED]

Although not an identified key position, Level 3's Transition Program Manager will reside within the PMO and report directly to the Program Manager. All transition activity will be run through the Transition PMO within the PMO. The functions of the Transition PMO are described further within Section 3.3 and Appendix G of this proposal.

Level 3's PMO is supported by functional managers within Level 3's Sales and Marketing, Contracts, Customer Service, Security, and Business/Billing Operations. The following paragraphs describe each support area and its functional responsibility within the WITS 3 organization.

**Sales and Marketing**

The primary approach to marketing the contract will be led by [REDACTED]

[REDACTED]



The WITS 3 PMO will draw upon Sales and Marketing resources from within our Government Markets Organization. These resources include Account Directors (ADs) and Sales Engineering (SEs). Within the organization, an AD will be paired with an SE to work as an account team that directly interfaces with Government agencies. Level 3’s account teams will conduct marketing calls, provide both formal and informal contract briefings for assigned agencies throughout the Government, and assist agencies in the selection of optimal network services to support their Federal Enterprise Architecture (FEA) initiatives. They will be responsible for the development and ongoing management of account relationships both within the agencies and with our GSA sales counterparts. In addition, our ADs will be a primary point of contact (POC) for customer care and post sale management.

**Contracts**

The Contracts office is led by [REDACTED]  
[REDACTED]  
[REDACTED]  
[REDACTED]  
[REDACTED]  
[REDACTED]  
[REDACTED]  
[REDACTED]  
[REDACTED]  
[REDACTED]  
[REDACTED]

Within the Contracts Office, the Subcontracts Manager will report to the Contracts Manager and will ensure contract compliance of all Level 3 subcontractors and vendors. He will be responsible for reviewing and requesting simple to complex solicitations from vendors and subcontractors for WITS 3 performance and will work directly with the Program Manager to ensure all requirements from subcontractors are met.

## Customer Service

The Customer Service Office (CSO) operates under the auspices of the PMO , supporting them as the customer interface between Level 3 and the Government end users. The designation of a single program management team responsible for all technical and business aspects of the WITS 3 Program is critical to the success of the program.

The CSO organization will be [REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]. The CSO under the direction of the Customer Service Manager focuses on:

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

**CSO Resources.** Operating within this model enables Level 3 to provide excellent customer advocacy and service oversight for WITS 3 agency users. The model also leverages refined escalation processes, targeted performance management processes, and quarterly operational reviews that drive quality service improvement plans (SIPs).

As an advocate within the Level 3 Global Operations organization, the CSO provides an interface to Level 3 decision makers and organizations that are essential to transactional delivery of the service lifecycle. This group delivers product

information, responds to billing inquiries, and provides training registration and technical assistance. Within Level 3, interfaces include, but are not limited to the following organizations:

- [Redacted]
- [Redacted]
- [Redacted]
- [Redacted]
- [Redacted]
- [Redacted]
- [Redacted]
- [Redacted]
- [Redacted]
- [Redacted]

To manage all of the Government’s needs for customer support, the CSO will deploy a variety of mediums that include:

- [Redacted]
- [Redacted]
- [Redacted]
- [Redacted]
- [Redacted]
- [Redacted]
- [Redacted]
- [Redacted]

**Strategies.** Level 3 controls risk through the accountability of each person assigned to the project. Our management systems, practices, and procedures provide the necessary detailed activities, responsibilities, and output needed for each project team member to accomplish the early identification, contingency planning, and mitigation of project risk.

Working with the Customer Service Manager, a designated individual within the CSO will ensure that project risks are identified and controlled. They will maintain a risk log to follow each risk from its identification through to closure. Additionally, they will hold regular project meetings to facilitate developing a risk mitigation strategy for the project and each subproject. The Level 3 Team plans to take several actions to avoid problems and reduce risk including the following:

[Redacted text block containing several paragraphs of information, all obscured by black bars.]

**Security**

The WITS 3 Security Office, [Redacted text block]

[Redacted text block] Functions of the security office include:

[Redacted text block]



[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

**Billing/Business Operations**

The Billing/Business Operations Office incorporates finance and reporting, as well as all billing and collection operations. Within the Billing/Operations Office the [REDACTED]

[REDACTED]. The Billing/Operations Office is responsible for:

- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]

**3.2.5.2 Program Manager's Access to Upper Management and Corporate Resources**

Level 3's PMO reports into the Federal Markets Group within the Corporation and has direct visibility through the President of the Wholesale Markets Group. Level 3's [REDACTED]

[REDACTED]

The WITS 3 PMO will have direct access to each functional area of the organization through key personnel from within the functional areas of the organization. These resources are matrixed to the PMO to meet the specific needs

of agency users and the GSA Program Office. Each identified key person has direct access to resources within their functional areas to support WITS 3 requirements.

Each functional group contains an escalation matrix up to upper management to ensure timely resolution to issues as discussed in Section 3.2.5.4.2. Level 3's PMO structure also allows Agencies direct access to Level 3 resources through the CSO as shown in **Figure 3.2-6**, which will result in timely issue resolution and increased customer satisfaction.

### **3.2.5.3 Contractual, Technical, and Administrative Interfaces Between Government and Level 3**

Communication planning is integral to Level 3's program management and customer service philosophy. This will be an ongoing activity. The WITS 3 communications plan will include the types, forms (e.g. , meeting, conference call, e-mail, deliverable, report, briefing, and oral communications), means, participants, and frequency of all important communications. The plan will provide a document

hierarchy and a chain of command for reporting and decision-making, and provide guidance on establishing archival, retrieval, and deliverable tracking systems.

As previously shown in Figure 3.2-6, the Level 3 PMO will work with the GSA Program Office to establish formal and informal communication links with both the Government and other entities that support WITS 3.

The GSA Program Office and its agency users will work with the Level 3 PMO for superior customer service and program management.

Some program communications, such as those with incumbent WITS contractors, will take place to coordinate between existing and future operations, ensure a smooth transition to the new WITS 3 system, and comply with operating standards.

The PMO will also finalize formal requirements for communication with the Government and the schedule for the Government-identified deliverables as identified in Section F of the RFP, including status reports, contact information, financial reports, and performance reports. The Level 3 PMO will be accountable for ensuring the timeliness and accuracy of all reports and deliverables, as well as for managing all customer relationships, including:

[REDACTED]

### 3.2.5.4 Management Systems

The Level 3 service-oriented system architecture will provide a collection of service components for supporting specific business applications. Each service component has a published interface for simple data sharing and/or coordinating two or more services to solve a business process requirement (for example, to fill an order). The comprehensive order entry infrastructure facilitates fast, iterative product development and mass customization across any product domain. Level 3 can thus deliver and maintain a secure, real-time web-based system in support of the Government without significant development or re-architecture.

Information will be displayed on a customized WITS 3 dashboard for use by designated Program Office and agency staff members. This dashboard provides a single infrastructure view which is color coded and metric driven to provide critical information about the status of the network .

The WITS 3 portal will provide [REDACTED]  
[REDACTED]  
[REDACTED]  
[REDACTED]  
[REDACTED]  
[REDACTED]  
[REDACTED]  
[REDACTED]  
[REDACTED]  
[REDACTED]  
[REDACTED]  
[REDACTED]  
[REDACTED]





### 3.2.5.4.1 Controls, Scheduling Techniques, and Procedures for Ensuring Complete Coordination of All Activities

[REDACTED]

[REDACTED]

Level 3 will initiate and execute the WITS 3 program with the following measures:

[REDACTED]



[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

as shown in **Figure 3.2-8**. These processes include scheduling, issues management, document management, communications, scope management, resource management, risk management, financial management, and quality management.

[REDACTED]

Level 3 will [REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

Within our PMO, we will prepare and manage the integrated master schedule and prepare documents and reports needed to provide the GSA Program Office with the information to monitor the performance and QA aspects of the entire program. Our PMO will implement procedures, including all project functions that will govern transition activities, and ensure that WITS 3 meets or exceeds the needs of GSA and Government agencies.

Primary QA and project assurance functions will include:

[Redacted content]

**3.2.5.4.2 Escalation Procedures (Req\_ID 338)**

**Table 3.2-4** provides an initial escalation procedure for WITS 3. After contract award, a specific escalation procedure and additional contact information will be provided as part of the communications plan. The escalation plan will contain the names of contact information including office phone, email, pager, and cell phone, for escalation within each functional organization of the PMO. The specific process for trouble escalation is discussed in Section 3.1.1.4.2.



[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]

Table 3.2-4. Level 3's Escalation Procedure